

The Delaware Government Performance Review

Executive Department Team Kickoff

January 22, 2009

Executive Summary

Delaware Governor Jack Markell is launching the Delaware Government Performance Review on January 22, 2009 with a press announcement and a welcome to departmental Review members. The Delaware Government Performance Review will be a four-and-a-half month process running from January 22, 2009 to May 9, 2009, and is structured to coincide with key state budget deadlines which allow savings and revenues opportunities to be incorporated into the upcoming FY 2010 budget. The purpose of the first Government Performance Review meeting is to set overall direction, provide background on project roles and responsibilities, and review successful productivity initiatives from other states.

Government Performance Review Description

A Government Performance Review is a structured approach to review government services and to identify possible savings, efficiencies, improved customer service, and new non-tax revenues. During the process, people actually providing the services - line staff, managers, and agency directors - are challenged to look at old patterns of management and service delivery, and to identify innovative ways for government to do business. New ideas and information are also sought and incorporated into the Review from state employees, the general public, and other states' initiatives (*State Government Performance Initiative Summary.xls* [attached]).

A Government Performance Review provides a forum for creative leaders to be heard and to have a platform to present ideas without pre-conceived notions about maintaining programs simply because they have existed for a number of years. A Government Performance Review is

a tool that can highlight the effectiveness of agencies and programs, challenge assumptions, and find new ways of doing business.

Government Performance Reviews are not easy – they challenge basic assumptions about the role of government, question the current services provided, identify trends for future demands on services, and recommend the realignment of resources to improve the way the business of government is done. They require objective business, process, and financial analyses of policies and operations at all levels of government, and the political will to make changes when programs and services are identified as being unproductive. Cross-functional as well as individual departmental issues are also identified and analyzed.

Perhaps the most important outcome of a Government Performance Review is that it provides government leaders with an opportunity to redesign agencies, programs, and resources, and to focus on creating the best results, within a government's means, for financially anchoring the state's capacity for growth and innovation.

Government Performance Review Process

Under the direct sponsorship of the Governor and guided by *Jack Markell's Plan for Fiscal Responsibility* (http://www.markell.org/pdf/Jack_Markells_Plan_for_Fiscal_Responsibility.pdf), the results of this Delaware Government Performance Review will be developed through a highly interactive process designed to ensure that a wide array of opinions, insights, and analyses are included in the review of issues and recommendations.

The Delaware Government Performance Review task force represents all 16 departments in the Executive Branch of Delaware state government. Individual departmental Government Performance Review teams will be supported by pro bono private sector subject matter experts assigned to these teams, and by a small central support staff. Review team members include the head of each Executive agency department, an experienced departmental senior director, a departmental financial analyst, and a quality representative.

Members will be full participants in the Review and will lead the analysis of data and budget information, help with understanding the history of particular programs and processes, develop

written findings and recommendations, and review written reports for soundness and clarity of approach. Review team members will also ensure that findings and recommendations are fully researched, supported by data, and have a realistic chance for implementation.

(*Delaware FY 2009 Budget Documents* <http://budget.delaware.gov/fy2009/operating/sb300.pdf>; http://budget.delaware.gov/fy2009/operating/09_highlights_full_finalpdf ; <http://finance.delaware.gov/publications/GP2008.pdf>; <http://finance.delaware.gov/publications/sportsbetting.pdf>)

Agency directors and leads will be briefed on the expectations of the Government Performance Review, their roles, the roles of their individual project leaders, the development of their individual agency plans, their research and analysis activities, their project support team, and their initial productivity recommendation sets.

Included as appendices to this document are tools which will assure standardization of final project deliverables across all agencies:

- **A Manual for Conducting Performance Reviews (Government Performance Reviews)** (Acknowledgement to the State of Texas; <http://www.window.state.tx.us/tpr/home/t31.html>)
 - Phase I - Background research
 - Phase II - Focusing and issue identification
 - Phase III - Issue Development
 - Phase IV - Recommendation writing; final review
 - Phase V - Report production. Preparation of legislation requests
- **Final Report (Phase V) Template** (Acknowledgement to the State of New Mexico; *Delaware Final Report Format Template.pdf* [attached])
- **Recommended Project Initiation Template** (Acknowledgement to the Washington Metropolitan Area Transit Authority; *Delaware Government Performance Review Project Charter.xls* [attached])

Government Performance Review Timeline

The initial departmental planning meeting will be followed by four months of department interviews, focus groups, agency tours, and materials gathering across the 16 Executive departments (Agriculture, Correction, Economic Development, Education, Finance, Health and Social Services, Housing, Labor, Management and Budget, National Guard, Natural Resources, Safety and Homeland Security, Services for Children, Youth and Families, State, Technology and Information, and Transportation).

Throughout March and April, preliminary issue papers will be presented to a group of senior staff in the Governor's Office and the project's Executive Sponsors – the Director of the Office of Management and Budget (OMB) and Secretary of Finance. These issues meetings will provide a time to vet preliminary findings and recommendations during highly-interactive meetings, and to take a fresh look at information, and provide opinions about the adequacy of the documentation and analysis available to support each recommendation. Through these meetings, consensus will be achieved on issues to pursue and issues that ought to be dropped.

After final reviews, prioritization, and vetting of all issues with the appropriate leadership, the Governor will make the final selection of cost-cutting and revenue - enhancing initiatives for the FY 2010 budget.